



## ANNUAL PERFORMANCE PLAN

New Bedford Whaling National Historical Park

National Park Service  
U.S. Department of the Interior

### Saving Mariners' Souls

After months at sea, many whaling men were unable to resist the temptations of this port city. In 1832, the New Bedford Port Society for the Moral Improvement of Seamen opened this mariners' chapel "to protect the rights and interests of Seamen, and to furnish them with...moral, intellectual and religious instruction."

By supplying Bibles and nondenominational services, the Bethel (chapel) hoped to combat all those influences to which the port's mariners fell prey—liquor, licentiousness, and dishonest merchants. A survey in 1852 found 37 "liquor shops" and 21 "houses of ill repute" in this ward alone.



Herman Melville visited the Seamen's Bethel before shipping out on the whale ship *Acubent* in 1842. Ten years later, in *Moby-Dick*, he described the chapel's centaphs—markers on the chapel's walls for those who lost their lives at sea.

After John Huston's movie *Moby-Dick* appeared in theaters in 1956, visitors to the Bethel expected to see a bow-shaped pulpit like the one in the film, based on the one Herman Melville imagined for the Bethel in his novel. The Port Society hired small boat designer and builder Palmer Scott to make the current pulpit, installed in 1966.

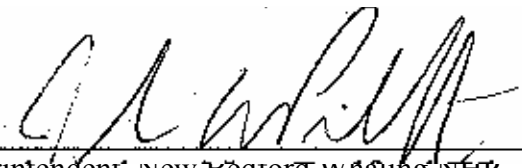
*The Seamen's Bethel*

Fiscal Year 2004

October 1, 2003 – September 30, 2004

ANNUAL PERFORMANCE PLAN  
for  
NEW BEDFORD WHALING NATIONAL HISTORICAL PARK  
FISCAL YEAR 2004  
(October 1, 2003 - September 30, 2004)

Approved by:

  
\_\_\_\_\_  
Superintendent, New Bedford Whaling NHP

10/15/04

\_\_\_\_\_  
Date

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# **I. INTRODUCTION and OVERVIEW**

## **About This Plan**

This is the Annual Performance Plan (APP) for New Bedford Whaling National Historical Park, a unit of the National Park System, administered by the National Park Service, U.S. Department of the Interior. It covers Federal Fiscal Year (FY) 2004 October 1, 2003 – September 30, 2004, one year of our FY 2001 – 2005 Strategic Plan period. This Plan includes our mission statement, derived from the legislation establishing and affecting this park. It contains our goals organized under goal categories and the quantified, measurable long-term goals from our Strategic Plan. The focus in this Plan is on our annual goals and what we plan to accomplish this fiscal year.

The content and organization of this Plan relates to the process established by the National Park Service under the Government Performance and Results Act of 1993 (GPRA) [see following sections]. Additional copies of this Strategic Plan are available by writing park headquarters at 33 William Street, New Bedford, MA 02740. We welcome questions and comments, which should be addressed to the Superintendent at this address. A copy of this plan is also available on our Web site at [www.nps.gov/nebe/planning](http://www.nps.gov/nebe/planning).

Each annual goal is results- or outcome-oriented, objective, quantified and measurable, with performance measures built into each goal statement. A “Strategies” section describes the organization, facilities, and financial resources available to achieve the plan’s goals. The “Key External Factors” shows those things that may positively or negatively affect goal achievement. Each goal has one or more explanatory paragraphs that provide background to help the reader understand the goal and how it will be accomplished and measured. After these goal explanations, there is an overview of how results will be measured. We have included a list of those who prepared this Plan and who we consulted with in its development.

In addition to this Annual Performance Plan, we also use internal management documents to guide daily operations throughout the year. They detail the specific activities, services, and products that will be carried out or produced to accomplish goal results, and the dollars and people that will do it.

## **New Bedford Whaling National Historical Park**

New Bedford Whaling National Historical Park (NHP) is a vital part of America’s national system of parks, monuments, battlefields, recreation areas, and other natural and cultural resources. The park was created through the Omnibus Parks and Public Lands Management Act of 1996 (Public Law 104-533, Sec. 511). New Bedford Whaling NHP encompasses 34 acres spread over 13 city blocks, including the New Bedford Historic District, a National Historic Landmark district. The schooner *Ernestina*, a National Historic Landmark berthed at State Pier on the waterfront, is considered to be within the park. The National Park Service may also assist in preserving and interpreting

several properties integral to the park but outside its boundary: the southwest corner of State Pier, Waterfront Park, the Wharfinger Building, the Bourne Counting House, and the Rotch-Jones-Duff House and Garden Museum.

The park boundary embraces more than 70 properties, most of which are historic structures in private ownership. Some are owned and managed by other government agencies. Most of the sites named in the park's enabling legislation that are outside the park boundary are located within the designated port area (DPA) on the waterfront. They are subject to local and state land-use regulations, including specific DPA provisions intended to preserve and promote maritime industries.

### **The National Park Service**

The National Park Service (NPS), established in 1916, preserves outstanding examples of the best of America's natural, cultural, and recreational resources for the enjoyment, education, and inspiration of this and future generations. These resources of national significance constitute a significant part of America's heritage, character, and future. The National Park System consists of more than 380 park units located in nearly every state and territory of the nation. The NPS not only directly preserves these treasures, it also makes them available to millions of visitors from throughout the country and the world every year. The NPS also has legislated responsibilities for natural and cultural resource conservation outside national parks in partnership with state and local governments, tribes, and non-profit organizations. These programs provide a variety of technical and/or financial assistance.

In consultation with Congress, OMB and other interested parties, the NPS developed its own implementation process to comply with the Government Performance and Results Act of 1993 (GPRA). Using an 8-step process, the NPS developed its first *Strategic Plan* in 1997. A copy of the current NPS *Strategic Plan* is available for review at New Bedford Whaling NHP. It is also available on the Internet at [www.nps.gov/planning](http://www.nps.gov/planning).

As part of its GPRA implementation process and to meet the requirements of Public Law 105-391, Sec. 104, each NPS area, program, and office is responsible for developing and submitting their own Strategic Plans, Annual Performance Plans, and Annual Performance Reports. These plans address applicable long-term goals in the NPS *Strategic Plan* and may add goals specific to their own legislative mandates, missions, resources, visitor services, and issues needs. The local plans are generally a blend of national and local missions and goals.

### **Government Performance and Results Act of 1993 (GPRA)**

GPRA is one of the most recent and comprehensive of a number of laws and executive orders directing federal agencies to join the “*performance management revolution*” already embraced by private industry and many local, state, and national governments.

In a nutshell, *performance management* uses performance goals based on an organization's primary mission to guide daily actions and expenditures. Importantly, goals must be quantifiable and measurable results or outcomes, rather than efforts or outputs such as activities, services, and products. The established and proven performance management approach is to *establish goals – allocate resources to accomplish those goals – take action/do the work – measure results – evaluate and report performance – use evaluation to adjust goals and reallocate resources – and continue the loop*. This process sharpens our focus on accomplishing our mission in the most efficient and effective ways, and holds managers and employees accountable on a clear and measurable basis.

## II. MISSION

New Bedford Whaling National Historical Park helps to preserve, protect, and interpret certain districts, structures, and artifacts that are associated with the history of whaling and related social, economic, and environmental themes for the benefit and inspiration of this and future generations. These efforts will be undertaken in partnership with the city of New Bedford, local and regional institutions, and the Inupiat Heritage Center in Barrow, Alaska.

## III. STRATEGIES: ACCOMPLISHING GOALS

We plan to accomplish our goals using the organization, facilities, and financial resources summarized below. These paragraphs should give our partners, stakeholders, and the public a better understanding of what we are trying to accomplish, and how we plan to do it.

### Organization

Superintendent John Piltzecker leads the New Bedford Whaling National Historical Park staff. The staff is organized into 3 operating divisions: Resource Stewardship and Partnerships, Resource Education and Interpretation, and Administrative Support and Accountability. Staff expertise and specialties include: 1 Superintendent, 1 Deputy Superintendent, 1 Chief of Visitor Services, 1 Park Ranger (permanent), 1 Administrative Program Specialist, and 1 Historical Architect/Preservation Specialist. There can be 1-2 Student Temporary Employment Program (STEP) Park Rangers. There are no NPS maintenance or law enforcement personnel on staff at the park. Janitorial, landscaping and basic maintenance services are completed by contract with a vendor. Public Safety within the boundaries of the park is provided by the City of New Bedford. Our staff will be supplemented and/or supported by assistance or expertise from other NPS parks and central offices for various projects and functions.

## Facilities

New Bedford Whaling National Historical Park is a partnership park with limited property in federal ownership. The National Park Service received ownership of the "Old Bank" Building at 33 William Street in April 2000. Once a bank and a courthouse, this building was also a club headquarters, the Wellington Shirt Factory, a candy factory, Johnson's Auto Parts store and machine shop, and an antique store before New Bedford Institution for Savings reacquired it in 1978. For 14 years it served its original purpose. Then, in 1994, then-owner Fleet Bank donated the old bank to the Waterfront Historic Area League (WHALE), who in turn presented it to the National Park Service for use as the visitor center for New Bedford Whaling National Historical Park. Between 1999 and 2002, the National Park Service undertook a comprehensive rehabilitation of the building. The brownstone facade was repaired, orientation exhibits were installed, the original metal roofing was restored, a fire suppression system and accessible entrance were installed, and after careful paint analysis the color scheme of the 1870s was restored to the main room.

In addition to the visitor center, the park includes the New Bedford Historic District, a National Historic Landmark district. In total the park encompasses approximately 13 city blocks within 34 acres. Within this boundary there are over 70 properties, the vast majority of which include historic structures that contribute to the park's historic fabric and are held in private ownership. Properties open to the public include the New Bedford Whaling Museum and the Seamen's Bethel. The Custom House is federally owned and managed by the General Services Administration. The NPS leases two offices in the Custom House. The Schooner *Ernestina* is owned and maintained by the Commonwealth of Massachusetts, Department of Environmental Management. The city of New Bedford owns and operates the Elm Street Garage and Custom House Square and is responsible for maintaining the streets, sidewalks, lighting and other public infrastructure within the park.

In addition the NPS is authorized to assist in the interpretation and preservation of a number of specific sites named in the parks enabling legislation that are located outside the physical boundary of the park but for all intents and purposes are considered to be part of the park. These include the southwest corner of State Pier; Waterfront Park (located to the south of State Pier); the Wharfinger Building; the Bourne Counting House; and the Rotch-Jones-Duff House and Garden Museum.

**Inupiat Heritage Center** - Over the last half of the 1800s, many New Bedford whaling vessels voyaged to the North Slope of Alaska, often wintering over to participate in the spring whaling season. Some New Bedford whalers may have settled in Arctic villages, and some North Slope residents trace their ancestry to the "Yankee Whalers." The Inupiat people of the North Slope still practice subsistence whaling.

The Inupiat Heritage Center in Barrow, opened in 1999, preserves the language and knowledge of these native people and promotes the collection, preservation, and

exhibition of materials significant to their traditional culture and history. The center is legislatively associated with the park. It features an exhibit produced by the park in collaboration with the New Bedford Whaling Museum and the New Bedford Free Public Library. The park and its partners work with the center to develop collaborative programs.

## **Financial Resources**

**\$ 134,000 for Resource Preservation and Management** - An integral part of the National Park Service (NPS) mission is to preserve and protect the nation's historical and cultural resources. New Bedford Whaling National Historical Park was established in 1996 in order to "preserve for the benefit and inspiration of the people of the United States as a national historical park certain districts, structures, and relics...associated with the history of whaling and related social, environmental and economic themes." Knowledge about the condition of historical and cultural resources is crucial to managing them well. By inventorying and evaluating its resources, the NPS establishes a basis for resource accountability, preservation, and interpretation. For fiscal year 2004 appropriated moneys have been allocated for the following resource preservation activities:

- Providing public access to the Historic District archives.
- Providing technical and staff assistance to the New Bedford Historical Commission.
- Collaborating with the City of New Bedford on physical improvement projects within and adjacent to the historical park.
- Providing preservation-related technical assistance to park partners.
- Park staff with principal duties in overall park management, resource management and preservation assistance.

**\$ 260,000 for Visitor Services** - National Parks have long been favorite and inexpensive destinations for millions of Americans as well as people from around the world. In fulfillment of the NPS mission to make America's National Parks available for public enjoyment and inspiration, appropriated funds have been allocated for the following visitor service and education activities:

- Support for special events and programs in collaboration with park partners.
- Official Park publications, website, Junior Ranger Program and orientation materials.
- Park sponsored public events/programs, such as the *Thursday Evenings in the Park* concert series and weekend programming.
- Informational/programming materials, including program bulletins and listings.
- Volunteer in the Parks (VIP) management and training.

- Park staff with principal duties in resource education and visitor services.

**\$ 86,000 for Facility Operations and Maintenance** - The physical inventory of the NPS contains approximately 16,000 permanent structures, 8,000 miles of roads, 1,500 bridges and tunnels, 5,000 housing units, 1,500 water and wastewater systems, 200 radio systems, over 400 dams, and more than 200 solid waste operations. At New Bedford Whaling NHP, property ownership will be minimal and currently consists of the park's visitor center at 33 William Street. The preservation and rehabilitation of the park visitor center was completed in 2003. Appropriated funds have been allocated for the following facility operations and maintenance activities:

- Visitor center utilities and improvements.
- Janitorial services/landscape services.
- Security and fire protection.
- Implementation of a cyclic maintenance program.
- Lighting/safety/accessibility improvements.
- Park staff responsible for managing facility maintenance.

**\$ 147,000 for Park Administration** - The operation of New Bedford Whaling NHP includes providing effective resource stewardship and service to approximately 315,000 annual visitors. Park management; financial and budget administration, personnel management, staffing, and employee development; small purchases, formal contracting and property management; cooperative agreements and grant management; and other related activities are currently completed by the park, with assistance by other parks and the NPS Boston Support Office. Appropriated funds have been allocated for:

- Park management, administration and employee development.
- Overhead costs (GSA leased office space and vehicle, supplies, postage, etc.)
- Park staff with principal duties in management, administrative support and accountability.

**\$ 4,000 Mandatory Agency Assessments** - The portion of funds removed from the park's budget by the agency for a national program need or fund.

### **Project and Line-Item Construction Funds:**

In addition to the \$630,000 appropriation, the park has received **\$3,437,370** in Line Item Construction and project funding from the NPS. These project funds include:

**\$ 500,000 for planning associated with the rehabilitation of the Corson Building** - The Corson Building, located next to the park visitor center, suffered a devastating fire that destroyed its roof and top two floors. The building was saved by the Waterfront

Historic Area League (WHALE) and stabilized with federal, state and municipal funds. WHALE intends to donate the building to the National Park Service. These planning funds will enable the National Park Service to complete the planning and design phase of a project that would rehabilitate the Corson Building to serve as an education and public program center for the park. These funds and the planning process are carried over from FY2003.

**\$2,500,000 for construction of the Corson Building Project** - This funding will be used to phase the construction of the Corson Building project. Early planning estimates put the construction costs of the project at \$4,000,000. Once completed, the project will provide education and public programming space, a park theater, exhibit galleries, expanded restrooms and park office space. Construction is anticipated to begin FY2005.

**\$ 400,000 for Outdoor Exhibits and Directional Signs** - Funding through the Public Lands Highways Discretionary Program of the US Department of Transportation will be used to design, upgrade and install outdoor visitor information panel exhibits. Updated and new “wayside” exhibits will provide historical information on park themes and resources. New “wayfinders” will provide maps and directional information. Additional indoor exhibits will be installed at the Wharfinger Building. The planning and design has been completed, fabrication and installation will take place in FY 2004.

**\$ 20,500 for a Rotch-Jones-Duff House and Garden Museum Historic Furnishings Report** - Funding through the Cultural Resource Preservation Program will be used to develop a historic furnishings report for the Rotch-Jones-Duff House and Garden Museum. The completion of this report is recommended in the park’s Collections Management Plan, completed in 2001. The Rotch-Jones-Duff House is a nineteenth century whaling merchant’s home, owned and managed by a non-profit organization. The park has legislative authority to assist in the preservation and interpretation of the site. These funds were approved in fiscal year 2002. The project will be completed in FY2004.

**\$15,000 to complete accessibility improvements at the Park Visitor Center-** Funding through the Fee Demo program will allow for the completion of accessibility improvements at the park visitor center which include the installation of an automated button mechanism to open the accessible door, a portico over the accessible entrance and safety and security lighting enhancements at this location. The project will be completed in FY2004.

**\$ 1,870 for Volunteers in the Park Program Support** - The NPS Northeast Region has provided funds to help support the park’s Volunteers in the Park (VIP) program. New Bedford Whaling NHP is indeed lucky to have the support of a devoted group of over seventy volunteers who provide a variety of services for our visitors, from walking tours to orientation and information. Last year, the park’s volunteers contributed over 6,400

hours, hosting over 33,000 people at the park visitor center and conducting over 230 walking tours for more than 2,100 visitors.

#### IV. KEY EXTERNAL FACTORS

**Intergovernmental Relationships** - The primary steward of the physical infrastructure, such as streets and sidewalks, within New Bedford Whaling National Historical Park is the City of New Bedford. The upkeep of the physical assets of the park is primarily at the discretion of the mayoral administration with the concurrence of the city council. In February 2001, the City of New Bedford's Historic District Ordinance was amended to allow for the National Park Service to have a permanent seat on the New Bedford Historical Commission. This ensures the NPS will have a voice on important resource matters that go before the commission. This was a key step in the management of the park and a prime example of how this partnership park is intended to work. Another example was in May 2002 when park staff submitted a proposal titled *Bricks and Mortar* to the City of New Bedford's Community Development Office to fund \$100,000 in physical improvements in the National Park. These improvements, which included new street light lamp heads and bluestone to replace worn crosswalks in the park has been funded for FY03. Park staff will be working in concert with city staff in the implementation of the work in FY04.

**Non-Profit Relationships** - The operation of New Bedford Whaling National Historical Park relies heavily on collaborative efforts and partnerships with a myriad of institutions. Most of the institutions the park works with are non-profit entities. The support for the park mission and goals received from these partners is dependent upon the vision and direction established by the respective boards of directors.

#### V. GOALS

The NPS performance management process requires all units of the NPS to organize goals and efforts under four goal categories. Long-term goals, developed for each Strategic Plan period, move us toward mission goals. Annual goals (in the next section) are the current year's increments toward achieving long-term goals, and are listed by Goal Category and Long-term Goal. Please see our Strategic Plan for more details on our mission, mission goals.

Below are the New Bedford Whaling National Historical Park's annual goals for fiscal year FY2004. The numbering sequence follows that of the NPS Strategic plan. Goal numbers may not be consecutive - where numbers are left out, there was no local goal matching the NPS goal. **Annual goals are in bold type.**

## Goal Category I      Preserve Park Resources

### **Park Long Term Goal 1a5 - Historic Structures**

*By September 30, 2005, 100% (1 of 1) of New Bedford Whaling NHP historic structures listed on the National Park Service List of Classified Structures at the end of fiscal year 1999 are in good condition.*

**By September 30, 2004, 100% (1 of 1) of New Bedford Whaling NHP historic structures listed on the National Park Service List of Classified Structures at the end of fiscal year 1999 are in good condition.**

The List of Classified Structures (LCS) is the primary computerized database containing condition information on historic structures within the national park system. Structures on the LCS are on, or eligible for the National Register of Historic Places, or are otherwise treated as cultural resources. Structures on the LCS are primarily owned or operated by the NPS. The only structure from New Bedford Whaling NHP that will be included on the LCS is the park visitor center (New Bedford Institution for Savings). "Good" condition means structures and their significant features need only routine repairs or cyclic maintenance.

### **Park Long Term Goal 1b2C - Historic Structures Baseline (List of Classified Structures)**

*By September 30, 2005, 100% (1 of 1) of New Bedford Whaling NHP historic structures listed on the National Park Service List of Classified Structures (LCS) at the end of FY 1999 have updated information.*

**By September 30, 2004, 100% (1 of 1) of New Bedford Whaling NHP historic structures listed on the National Park Service List of Classified Structures (LCS) at the end of FY 1999 have updated information.**

The List of Classified Structures (LCS) is the primary computerized database containing condition information on historic structures within the national park system. Structures on the LCS are on, or eligible for the National Register of Historic Places, or are otherwise treated as cultural resources. The only structure from New Bedford Whaling NHP that is included on the LCS is the park visitor center. The park's Historical Architect will coordinate the update of all LCS database information.

## Goal Category II      Provide for the Public Enjoyment of Parks

### **Park Long Term Goal 2a1 - Visitor Satisfaction**

*By September 30, 2005, 95% of visitors to New Bedford Whaling NHP are satisfied with appropriate park facilities, visitor services, and recreational opportunities.*

**By September 30, 2004, 95% of visitors to New Bedford Whaling NHP are satisfied with appropriate park facilities, visitor services, and recreational opportunities.**

NPS visitor evaluations of park facilities (restrooms, visitor centers, etc.), visitor services (park maps, brochures, exhibits, commercial services, etc.), and recreational opportunities (sightseeing, outdoor recreation, and learning about history, etc.) are important and useful for measuring and improving visitor satisfaction. Visitor feedback comes from visitor surveys, such as the recently implemented visitor survey card (VSC) program. New Bedford Whaling NHP first completed the survey during the summer of 1999, which established the park's baseline for this goal at 90% satisfaction.

### **Park Long Term Goal IIa2 - Visitor Safety**

*By September 30, 2005, the visitor accident and incident rate at New Bedford Whaling NHP is maintained at 0.*

**By September 30, 2004, the visitor accident and incident rate at New Bedford Whaling NHP is maintained at 0.**

A visitor accident/incident is an accidental event or incident that affects a non-NPS employee, volunteer, cooperator or contractor that meets the following criteria:

- Results in serious injury, illness or death.
- Involves the direct use of, or interaction with, park facilities, roads, waters or resources
- "Serious injury or illness" requires treatment at a medical facility.

### **Park Long Term Goal IIb1 - Visitor Understanding and Appreciation**

*By September 30, 2005, 86% of on-site park visitors surveyed can identify the significance of New Bedford Whaling National Historical Park.*

**By September 30, 2004, 83% of on-site park visitors surveyed can identify the significance of New Bedford Whaling National Historical Park.**

This goal measures visitors' comprehension of park resources and history. A visitor's park experiences grow from enjoying the park and its resources to understanding why the park exists and the significance of its resources. All park efforts to provide visitors information, orientation, interpretation, and education are park activities that help visitors discover the most significant meanings to them in the park. Measurement of visitor understanding feedback comes from the visitor survey card program. New Bedford Whaling NHP first completed the survey during the summer of 1999 and established the park's baseline for this goal at 67% understanding.

## Goal Category IV Ensuring Organizational Effectiveness

### **Park Long Term Goal IVa3A - Performance Plans Linked to Goals**

*By September 30, 2005 100% of New Bedford Whaling NHP employee performance plans are linked to appropriate strategic and annual performance goals and position competencies.*

**By September 30, 2004, 100% of New Bedford Whaling NHP employee performance plans are linked to appropriate strategic and annual performance goals and position competencies.**

Every NPS employee is required to have an Employee Performance Plan and Results Report (Form DI-2002). Each employee's performance plan will have individual performance goals tied to the NPS mission or organizational outcomes. Employees will receive two formal appraisals per year and periodic informal appraisals.

### **Park Long Term Goal IVa6A - Employee Safety- Lost-time Injury Rate**

*By September 30, 2005, the number of New Bedford Whaling NHP employee lost-time injuries is maintained at the FY 1998-1999 average of 0.*

**By September 30, 2004, the number of New Bedford Whaling NHP employee lost-time injuries is maintained at the FY 1998-1999 average of 0.**

Each year the National Park Service temporarily loses approximately 6% of its employees due to work-related injuries and illnesses that take them off the job for more than one day. New Bedford Whaling NHP has established a Safety Committee made up of park staff and volunteers. This committee is charged with bringing to the attention of management any unsafe work conditions or practices.

### **Park Long Term Goal IVa6B - Employee Safety- Continuation of Pay Hours**

*By September 30, 2005, the number of New Bedford Whaling NHP hours of Continuation of Pay is maintained at 0.*

**By September 30, 2004, the number of New Bedford Whaling NHP hours of Continuation of Pay is maintained at 0.**

Continuation-of-Pay (COP) hours are the result of employees missing work due to on the job injuries or illnesses and are coded as COP on the timekeeping records. New Bedford Whaling NHP has established a Safety Committee made up of park staff. This committee is charged with bringing to the attention of management any unsafe work conditions or practices. The Safety Committee will track COP hours.

### **Park Long Term Goal IVb1 - Volunteer Hours**

*By September 30, 2005, number of New Bedford Whaling NHP volunteer hours is increased to 6,500 hours.*

**By September 30, 2004, number of New Bedford Whaling NHP volunteer hours is increased to 6,500 hours.**

National Park Service volunteers provide a wide range of assistance, from maintenance to interpretation, to administration and collection management. The National Park Service Volunteers in Parks (VIP) program, authorized in 1970, permits the National Park Service to accept and use voluntary help in ways mutually beneficial to parks and the volunteers. New Bedford Whaling NHP is fortunate to have over 70 volunteers who assist with park operations on a daily basis.

### **Park Long Term Goal IVb2A - Cash Donations and Grants**

*By September 30, 2005, cash donations and cash grants received by the park or its partners for partnership related projects is increased from \$58,000 in FY 1999 to \$78,000 (25%).*

**By September 30, 2004, cash donations and cash grants received by the park or its partners for partnership related projects is increased to \$74,000.**

This goal increases the dollar amount of support received by the National Park Service in donations and grants from the National Park Foundation, friends groups, cooperating associations, and other public and private sources. An increase in donations from these sources will enhance the ability of the NPS to operate parks and manage programs. Park staff will work extensively with its partner institutions to obtain non-appropriated funds that benefit the park and the purposes for which it was established.

### **Park Long Term Goal IVb2C - Cooperating Associations**

*By September 30, 2005, the cash value of in-kind donations, grants and services to New Bedford Whaling NHP from Eastern National is increased by 35% (from \$600 to \$850).*

**By September 30, 2004, the cash value of in-kind donations, grants and services to New Bedford Whaling NHP from Eastern National is increased to \$800.**

Eastern National, the park's cooperating association provides quality educational products and services to America's national parks and other public trusts. The park operates an Eastern National bookstore in the park visitor center.

### **Park Long Term Goal IVbX - Park Partnerships**

*By September 30, 2005, the number of projects satisfactorily completed under formal agreement that assist New Bedford Whaling NHP partners in protecting the resources or serving visitors is increased by 70% (from 3 to 10).*

**By September 30, 2004, the number of projects satisfactorily completed under formal agreement that assist New Bedford Whaling NHP partners in protecting the resources or serving visitors is increased to 8.**

This goal measures the technical assistance and support given by NPS staff for activities that promote the mission of the park to protect, preserve, and interpret the resources related to the 19<sup>th</sup> century whaling era. Assistance can range from providing interpretive training, exhibit design and fabrication, preservation training, grant advice, to an expenditure of park funds for a partner project. Formal agreements are written documents that provide clear guidance to both parties

## **VI. MEASURING RESULTS**

To assist the National Park Service in complying with the Government Performance and Results Act (GPRA), an annual visitor survey is conducted in units of the National Park System. This survey was developed to measure each park unit's performance related to NPS GPRA Goals IIa1 (visitor satisfaction) and IIb1 (visitor understanding and appreciation). The park conducts the visitor survey every July.

The park will also utilize Northeast Region Accountability Program (ACT) that measures the implementation of "best practices" in all aspects of park operations and the park integrates goal tracking in its quarterly staff budget meetings and bi-annual individual performance reviews.

This Strategic Plan will be reviewed annually and minor adjustments may be made based on annual performance achievement. The Strategic Plan will also need to be reviewed and revised at least every three years as required by NPS policy.

## **VII. ANNUAL PERFORMANCE PLAN PREPARERS**

John Piltzecker, Superintendent

Thomas E. Ross, Deputy Superintendent and Michelle Spink, Administrative Program Specialist (GPRA Coordinators)

## VIII. APPENDIX A – SUMMARY OF PRIMARY FY 2004 PROJECTS

- Complete the planning for the Corson Building education and program center and begin developing construction documents. This project will be undertaken with WHALE, who will donate the building to the NPS.
- Install 42 new wayside interpretive panels and 10 new orientation panels in the spring. Develop as a companion piece a new tear off walking map. This project will be undertaken with the City of New Bedford.
- Open a new exhibit at the Waterfront Visitor Center in time for the summer season. This project will be undertaken with the City. Funding for the exhibit and wayside projects are from the Department of Transportation's Public Lands Highways Program.
- Undertake a Historic Furnishings Report for the Rotch-Jones-Duff House (RJD) under the direction of the Northeast Museum Services Center. This is an NPS Challenge Cost Share Project and will be matched with non-federal funds from the RJD.
- Rebuild the Visitor Center's side entrance portico and complete accessibility improvements at the Visitor Center—including landscaping and lighting. This project is being funded by the NPS 20% Fee Demonstration Program.
- Continue to provide assistance on projects with the Inupiat Heritage Center and other Alaska, Hawaii and Massachusetts partners receiving funding from the Education's Education Through Cultural & Historical Organizations (ECHO) Act.
- Work with partners in New Bedford and the Azores, Portugal on the continuing Portraits of Two Whaling Ports international history project funded by the Department of Defense through the US Department of Agriculture's Cultural Initiatives Program.
- Support collaborative programming that enhances visitor understanding and enjoyment. Continue to provide technical assistance and support to park partners, including the New Bedford Historical Commission and municipal planning efforts.
- Continue to provide technical support for selected downtown bricks and mortar projects being undertaken by the City of New Bedford, including replacement of historic lamp heads and bluestone crosswalks.

- Revise the Dock Walk self-guided tour publication in collaboration with the City. Re-narrate the 7-minute A/V orientation at the Visitor Center through the NPS Harpers Ferry Center.
- Continue to offer training for new and veteran Volunteers in the Park (VIPs) and provide support for the park Volunteer Council. Continue to bring community members together with staff from the park and its state, municipal and non-profit partners through quarterly Partners in the Park meetings.